HALIFAX VISITORS AND CONVENTION BUREAU

PROGRAM STRATEGY

AND ACTION PLAN

1984

January 26, 1984

SITUATION ANALYSIS

a. HVCB continues to operate as a city commission under Ordinance 105.

b. The role and function of the bureau is under review by council as they consider a re-organization proposal for the Bureau.

c. As these matters are considered, and with the impact of the WTCC on the city convention industry, the bureau activity needs to re-emphasize the service components to the visitor industry.

d. A broader understanding by the various publics within the community is needed of the function and activities of the bureau.

e. City Council have endorsed the:

   (1) Stabilization of the bureau staff at five permanent positions.

   (2) Solicitation, without qualification, of industry financial support to bureau activities.

   (3) (tentatively) Net City budget to the bureau for 1984 of $268,469. (Inclusive of grant to Joe Howe Festival)

f. The economic climate for tourism markets affecting Halifax appear stable with these factors considerable:

   (1) U.S. leisure traffic into Nova Scotia increased by 4% in 1983 reflecting increased confidence in the US economic turnaround.

   (2) Canadian leisure traffic into Nova Scotia decreased by by 7% in 1983 indicating that the Canadian economy remains sluggish.

   (3) Halifax remains almost immune to factors affecting other Canadian destinations negatively, possibly caused by the buoyancy of offshore oil development.

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(4) Competition for travel expenditures throughout all Market areas remains high, and will continue to increase.

g. WTCC marketing activity will continue to strengthen the awareness of Halifax as a desirable convention venue, and although competition is fierce, the overall volume of convention business to the city will increase; spinoff business opportunities for the bureau will likewise grow.

h. Economic restraint will continue to impact the volume of public investment available for tourism at all government levels. Private investment will be required to close the margin.

i. Budget restraint continues to cause the bureau to remain dependant upon job creation programs to staff information outlets.

j. Activities for bureau revenue generation must be exploited, and new opportunities sought.

PROBLEMS AND OPPORTUNITIES

Aside from those indicators covered above in the situation analysis the following is notable:

a. This year (1984) will be a period of consolidation, stabilization, and re-direction of the bureau, to re-establish it as a dynamic force co-ordinating the activities and interests of the City, the tourism industry, and the province insofar as it impacts the Capital City.

b. There will remain variant opinion on the role of the bureau, and the inter-relationship of the WTCC and the bureau. This should be resolved as the Convention Center opens and operative parameters are established.

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c. The level of involvement of the tourism industry (potential and real) in the activities of the bureau, remains to be tested. It would appear, however, that this will require a two to three year period to stabilize because of industry's present budget commitments.

d. New elements of revenue have to be explored, developed, and exploited. (e.g.) inventory of promotional materials, and the sale of Market intelligence items.

e. The present form of the information system delivery is less than satisfactory. While maintaining present levels, the establishment of a permanent, strategically located "tourist bureau" must be explored this year, together with alternative media developed for information delivery using new technology.

f. Creative approachs to increasing the level of awareness of both tourism, and the role of the bureau in tourism, must be developed and executed.

g. A maintenance level of activity previously in place for tourism "planning" and development, must be achieved to balance for the city, the inputs of the province and federal governments to these areas.

GOALS AND OBJECTIVES

In the intermediate period, the organization of the bureau, both from operational sections and staffing, remain as in previous years, i.e.:

a. Administration
b. Marketing
c. Travel Services
d. Planning and Development

with staff as follows:

a. Director
b. Marketing Manager
c. Travel Services Manager
d. Clerk Stenographer II
e. Clerk Typist I
f. plus part-time staff hired on a project basis, and/or from job creation programs for specific purposes.

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As this will be a year of stabilization and adjustment, as the bureau re-acts to issues discussed previously, goals and objectives developed for each section must reflect the flexibility necessary to adapt to changing circumstances which may be imposed throughout the year.

a. Administration

To provide the necessary administrative infrastructure required, so that the "active" program area goals can be achieved, recognizing the probability of an office re-location in the operating year.

b. Marketing

In consultation with industry partners, public and private, develop effective and efficient working relationships, so that the new convention center, with other industry components can be integrated into the "Halifax Industry Team", with maximum benefit to all.

Maintain 1983 levels of Convention and Meetings business from Canada through 1984, while increasing that level from US and Europe by 20% in 1984, 15% in 1985 and each year thereafter through 1988.

Develop, and implement creative means of increasing the visibility and understanding of tourism and the role and activities of the Bureau in tourism to the various local publics.

Develop and circulate market intelligence components to industry partners so that they may better exploit market opportunities.

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Update bureau market literature and promotion items, maximizing the resource input of private industry in the execution.

Quantify and distribute to industry and other interested parties, the involvement of the Bureau in its contact with Tourism Market opportunities.

c. Travel Services

To consolidate support services available within (and beyond) the bureau for both the meeting planner and his delegates while visiting Halifax, including:

1. Familiarization, Site Selection and media visits
2. An inventory of industry resources available.
3. Development of innovative means whereby the bureau can supplement industry resources, as required, on a cost recovery basis, where possible.

To initiate the process whereby a new Tourist Bureau can be built to house the principal tourism information delivery point and possibly the Administrative offices of the bureau.

To re-assess the bureau function of providing a step-on tour guide service to tour operators, recommending continued and/or expanded bureau involvement, and/or withdrawal by the bureau from this function, in favor of private sector initiative.

To provide high quality tourism information, consistent with available resources, using appropriate technology, to reach maximum visitors.

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To update service literature components published by the bureau, while providing the tourism industry opportunity to acquaint visitors with their product(s), at minimum cost to the Bureau.

To provide necessary protocol and related functions for the city as may be required from time to time.

d. Planning and Development

Because of the partial re-direction of Bureau emphasis into the local community, it becomes imperative that increased contact and understanding be developed and strengthened between the bureau, industry, and the various "publics". Planning and Development objectives then are:

To aggressively undertake liaison with various government departments, public and private agencies to ensure the interests of Halifax Tourism are dyhamically represented.

To examine tourism secondary research available on the Halifax travel industry; to determine areas of primary research necessary; to continue the present data collection system in place; and to distribute to industry meaningful travel research summaries on a regular basis.

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To maintain the Bureau's function as a resource point for development and growth of festivals and events in Halifax, so that visitors may have increasing opportunity to integrate into and experience the way of life of the community.

To retain necessary elements of tourism planning, so Halifax may have co-ordinated and professional input to planning undertaken by other levels of government and/or industry.

STRATEGIES/ACTION PLAN:

General: It is paramount that all activity within the bureau in this operative year be proceeded with in a well thought out carefully developed, and organized fashion. The tendency to implement "instantaneous" projects, to "crises-manage" and to overreact to outside program pressures must be ruthlessly avoided. While reasonable flexibility is sometimes necessary, advance planning, with development of specific projects on a month by month basis, refined over the next six weeks and approved for implementation by the HVCB Committee, will provide the foundation necessary to re-establish the bureau as a dynamic co-ordinative body for tourism in Halifax.

The increasing involvement of private industry in bureau projects and activities predicates expanded lead time to effectively secure that participation.

Programming will then be developed on two levels:

a. that possible solely within the secured city resources, and

b. that which can be executed with the inclusion of private sector revenue support.

To this end the 1984 plans of the NS Dept of Tourism, the WTCC, and Tourism Canada have been secured by bureau staff. These become important, especially in the Marketing context, so that the bureau may avoid duplication, and yet provide appropriate support to other partner programs, while seeking out program voids necessary to fill, in support of Halifax Tourism.

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It must be recognized that at times the Bureau may not have the resources to respond to demands, at the level desirable, or at a level thought appropriate by some people.

The Board of the HVCB must recognize that there is a serious short fall in resources available to accomplish the heretofor agreed objectives. Over the longer term HVCB and Council must address these resource shortfalls, so that the tourism industry in Halifax can not only maintain or grow from its present level, but also, and perhaps more importantly, not slide backward. Failure to deal effectively now with these issues, will cause, over a period of time, serious inability by Halifax Tourism to retain its competitive position.

Action Plan: Administration

The administration program of the HVCB, provides the "infrastructure" required so that active program areas can operate. This program provides the closest approximation of Fixed Costs for the Bureau. Cost areas follow:

a.	Salaries & Benefits (3)	$65,366.
b.	Office Rent, Cleaning and Supplies	14,300.
c.	Office Supplies and Equipment	10,150.
d.	Tel & Tel	13,000.
e.	Deliverys	1,000.
f.	Postage	3,000.
g.	Tax; Insurance	2,000.
h.	Miscellaneous	1,000.
		$113,816.

There is little in the above areas, which can be reduced, without restricting the ability of the Administration Offices of the Bureau to function.

ACTION PLAN - Marketing

In the planning of the bureau marketing activity it became quickly evident that in some areas of programming the emphasis is and has been on provision of services. They are reflected in marketing primarily because of the relationship with "selling" or promoting the bureau, or resources of the city, to a client (prior to the sale), or to one of the identified community "publics".

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An increasingly important area of activity in Marketing was inadvertantly missed in the development of the Marketing objectives - that of Travel Trade development. It is recommended that an objective, described below, be added to the marketing plan:

> To present Halifax as a desirable destination for inclusion in travel trade itineraries, while maintaining growth in group tourism at a level greater than 5% annually.

Not just in Marketing, but in all areas of Bureau activity there are many functions carried out daily by staff which, while supportive to bureau objective areas lack the ability to be expressed in tangible terms or specifically relatable to budget areas. For example, in the marketing area these could include:

a. Development of Convention and Bus Tour Lists,
b. Speaking opportunities
c. Local contact and sales initiatives
d. Reference, resource, or consultation functions.
e. Bid preparation and/or presentation, etc.

Bureau Marketing activities follow:

Goal A. In consulation with industry partners, public and private, develop effective and efficient working relationships, so that the new convention center, with other industry components can be integrated into the "Halifax Industry Team," with maximum benefit to all.

As the Bureau undertakes its role as a co-ordinating marketing body among local hospitality industry partners, in aggressively positioning Halifax as a prime tour/travel and meeting destination, it is necessary to pool marketing resources already in place to most effectively "sell" Halifax. To reach this objective, the Bureau must actively solicit industry involvement, respond positively to industry input and feedback, and act as both a resource base and a generator of enthusiasm.

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In pursuit of this objective, the marketing section will;

a. Co-ordinate monthly meetings with Hotel sales/marketing staff with appropriate respresentation from WTCC, the universities and other facilities from time to time. These Bureau initiated meetings will generate a team approach, communicate opportunities to "pool" resources and create a professional atmosphere of comraderie among these personnel.

b. The bureau has the best resource library for Tourism in the Province. Coupled with the Bureau Photo section and other resources, HVCB can be of great assistance to industry. It is planned to communicate more frequently and in more detail the assistance the bureau can provide industry partners.

Goal B. Maintain 1983 levels of Convention and Meetings business, through 1984, while increasing that level, from the US and Europe, by 20% in 1984, 15% in 1985 and each year thereafter through 1988.

The major impact of the new WTCC and its significant marketing resources have tended to overshadow (for the past 18 months) the role and activities of the bureau in Convention Marketing. It is important, however, to keep this issue in perspective. The marketing efforts of the WTCC will not substitute for those of the bureau, or replace its responsibility for selling the total destination of Halifax and all industry partners including the services of the Convention Center. Notwithstanding, the WTCC will, however, provide new opportunities for the Bureau to focus in other areas of emphasis.

Familiarization Tours, Media visits and Site Selection visits, while linked to travel services, are primarily a marketing function. Two travel trade visits are planned; with up to 6 media visits. Both the Tall Ships visit and the planned opening this year of the WTCC provide opportunities for four site tours of twenty-five meeting planners each. In every case these visits will involve those with influence to bring groups of visitors to Halifax and/or large scale meetings. Considerable research and qualified invitations, with partners input will realize repronses of a 60% conversion rates.

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It is important to continuously research and update contact information with meeting planners in all market areas. In Halifax, the bureau is the logical co-ordinative body for this important (but time consuming) function. Where appropriate, EDP systems will be used in a complete review of all contacts presently held in the Bureau. This will be added to from industry sources.

Contacts, once re-qualified, will be selectively distributed to industry partners to enable them to follow up on business opportunities. Continuious tracking of qualified prospects is planned.

Once a qualified contact is prepared to consider Halifax (with others) as a potential meeting venue, the preparation of the Bid Presentation becomes a logical bureau activity. In association with industry partners the bureau will prepare forty formal Bid presentations.

Between 1976 through 1980, convention business in Halifax increased by 240%. Prime factors in this achievement has been participation by the Bureau in these National and International organizations.

a. Institute of Association (IAE)
b. American Society of Association Executives (ASAE)
c. M & IT/Tourism Canada Marketplaces - now offering 15 Marketplace opportunities in US Markets, and London UK.

The opportunities soon available with the Trade Mission program of the Department of Development will greatly enhance the ability of the bureau with industry partners to participate in these (and other) Marketing opportunities. At the moment attendance at IAE, ASAE, and three of (c) above is planned.

With a reasonably strong awareness new existing in of Halifax in major markets, a maintenance advertising program is planned primariliy in Directory issues of major trade publications.

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Goal C. To develop, and implement creative means of increasing the visibility and understanding of Tourism, and the role and activities of the HVCB in tourism, to the various local publics.

Pursuit of increased business for the City of Halifax over the past several years, left little resources available to communicate the role and function of the HVCB to the local community. This will be radically reversed this year, with renewed emphasis on local communication activities.

The Bureau Bulletin will be issued on a regular bi-monthly basis providing a consistent channel for feature (and news) items on bureau activities in the local hospitality industry, of interest to associates inside and outside the city.

As a complement to the Bureau Bulletin, a regular and more frequent newsletter will be published. Its format will be short crisp, news items of interest to all in the tourism industry. Mailing lists for both the bulletin and the newsletter will be reviewed and updated as necessary.

Established relations with all local media will be strengthened, providing opportunities for interview and general coverage identifying the bureau within the community. Special emphasis will be given toward securing a regular feature section in the principal Halifax daily newspaper, and upscaling of the successful "Ask Me about Halifax" program with CHNS Radio.

The Bureau will produce a standard presentation kit in 2500 copies. In folder format, this piece will be used for Fam and Site Tour packages, Media kits and like purposes.

A list of local groups, agencies and corporations will be established. Each will then be approached offering speakers for lunch or dinner meetings on tourism topics. Intended speakers include Bureau Committee members, staff and other specialists.

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Many local or regional publications can provide excellent channels for editorial material from the Bureau. These opportunities will be exploited, in addition to avenues available from regular media outlets. The trade press also welcome such material. The key will be the consistent release of copy, with B & W photos, covering specialized topics.

Goal D. Develop and circulate market intelligence components to industry partners so that they may better exploit market opportunities.

To re-inforce the Bureau as a co-ordinative body, the bureau will develop and implement with industry partners a market intelligence system. Business leads generated from Bureau sources, the WTCC, Tourism Canada will be "qualified", consistently updated and disseminated appropriately to the industry. Using EDP systems, a tracking procedure will be built into the system to provide data on trends and to demonstrate specifics of bureau involvement in the Marketplace.

This system will be able to generate higher quality lists, which can be revenue producing by sale of labeled mailing lists to industry. Included in this context is the Confidential Conventon List and Bus Tour List.

Goal E. To update bureau market literature and promotion items, maximizing the resource input of private industry in the execution.

At the moment the bureau produces (or has produced) these market literature pieces:

a. Halifax Conventon Guide
b. Halifax Lure Brochure/poster
c. Tour Shells (2 Types)

All require attention this year, either a major update or re-printing is required. Where re-design is appropriate, new photography and industry participation must be considered.

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The Convention Guide is five years old, seriously outdated in certain areas; the WTCC is opening this year and must be included in the inventory of plant available. As the production and development costs are heavy for this major piece (in excess of $16,000 in 1975) less costly alteratives must be explored, recognizing the necessity to produce a Guide this year.

Preliminary negotiations have taken place with "Atlantic Insight" magazine to have a convention guide produced as an insert in their June 1984 issue. With completion of a mutually satisfactory arrangement, the bureau will secure sufficient copies (overrun) at a net cost of less than $3000. Unappealing alternatives are not to produce the guide, or to produce it internally at considerable expense.

There is a zero inventory of lure brochures in the Bureau at this time. A new Brochure, which will again double as a poster, will be produced in 1984.

The tour shells, presently in use, are of sufficient quality to last this year. Either the 2 color or the 4 color version (or both) will be reprinted in accordance with demand.

Design and production of Bureau Bulletin, newsletter, and presentation kit material has been described heretofore.

In co-operation with the Travel Services section, an inventory of current promotional items will be maintained, and new items secured as necessary.

Goal F. To present Halifax as a desireable destination for inclusion in travel trade itineraries, while maintaining growth in group tourism at a level greater than 5% annually.

In a similiar fashion to procedures outlined for Conventions & Meetings marketing, the bureau will aggressively pursue the travel trade market. In partnership with industry where possible, the bureau will take membership in (where appropriate), and participate in the Marketplaces of:

a. National tour Association (NTA)
b. American Bus Association (ABA)
c. Rendezvous Canada
d. Alliance of Canadian Travel Association (ACTA)
e. Ontario Motorcoach Association (OMCA)

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Meetings will be held with industry partners on a regular basis, aimed at familiarization (where necessary) personnel in ways of effectively reaching this market.

Personal participation by industry members in any or all of these marketplace will be solicited on a co-op basis with the bureau.

A small amount of advertising will be undertaken, again on a co-op basis with industry, in selected travel trade publications.

Goal G. To quantify and distribute to industry, and other interested parties, the involvement of the Bureau in its contact with Tourism Markets.

Using systems developed in the Market intelligence component of this plan, bureau business contacts developed from any marketing activity, direct to industry members participating. This dessemination of specific "live" leads to industry will solidify the bureau as the focus point for the co-ordination of the overall presentation of the Halifax destination in the marketplace.

Investment Summary:

Program/activity	Required	Available
1. Market Administration	$26,000.	$26,000.
2. Convention Soliciation	29,400.	22,400.
3. Travel Trade Development	18,000.	14,000.
4. Market Literature	11,800.	4,300.
5. Community Marketing	6,000.	6,000.
	91,200.	72,700.

Revenue Expectations: There are exciting opportunities for additional revenue available for marketing through the trade mission program now being finalized by the Departments of Development and Tourism. Because details are not yet secured, it is difficult to project specific amounts. Other market revenue sources are:

a. Co-op advertising	$5000.
b. Miscellaneous	500.
	$5500.

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Action Plan - Travel Services:

This area of Bureau programming is, traditionally, the most visible, and the most labor intensive. HVCB has been dependant, since 1977, on the various job creation projects (Federal and Provincial) to subsidize, almost entirely, the labor costs required by Travel Services. However undesirable, this dependance continues necessary in 1984.

Travel Service projected activities follow:

Goal A. To consolidate support services available within (and beyond) the bureau, for both the meeting planner, and his delegates while visiting Halifax, including:

1. Familiarization, site selection, and media visits,
2. An inventory of industry resources available, and
3. Development of innovative means whereby the bureau can supplement industry resources, as required, on a cost recovery basis where possible.

The meeting planner has specific needs, being responsible for the development and operation of both the business and social aspects of the meeting. Once a venue has been selected (and often during selection), he begins determining the most effective means to satisfy his delegates - both professionally and emotionally. Not totally familiar with the area, he will turn to the bureau as a "one stop shop" for suggestions on social programming and recommendations for supplies of goods and services required to make the meeting productive and successful.

It is then the role of the bureau through the Travel Services Section to communicate this information in the most effective manner possible. In 1984, the present Organizers Guide will be updated, following appropriate research and production. Included will be information of all services available locally, and there are revenue possibilities from industry participation.

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A series of suggestible social programs will be researched and updated. While there are private sector corporations providing some services in this area, the bureau will inventorize these, while developing additional opportunities.

During conventions and meetings, and on request, visitor information will be provided on site, by a representative of the Bureau. Personnel support will be dependant upon job creation programs. Revenue potential may exist from retail sales of appropriate items, and this will be explored.

Travel Services will provide operational support to the Marketing Section with respect to Familiarization and Site selection tours, and media visits. Normally this support will be in the form of, Manpower, the provision of guides, scheduling transportation and accomodation, displays, and promotional items.

Goal B. To initiate the process whereby a new Tourist Bureau can be built to house the principal tourism information delivery point, and possibly the Administrative Offices of the Bureau.

While not being of significant expense in the overall bureau terms, the objective has high importance to the future of operations of HVCB. Historically the bureau operated a "public" facility on Bell Road, then from the Industrial Building on the Forum Grounds, and then from Historic Properties. Considerable difficulty exists given the peninsular geography of Halifax, and present traffic patterns, to locate a single facility to cater to auto travellors. Similiarly any location in the Central Business District, has drawn criticism as being difficult to find and/or park near. Notwithstanding, these problems must be addressed, and solutions (or reasonable compromises) found. It is anticipated that while little expenditure of funds will occur this year, a large amount of staff (and HVCB Board) time will be invested in the pursuit of this objective.

Goal C. To re-assess the bureau function of providing a step-on tour guide service to tour operators, recommending continued and/or expanded bureau involvement, and/or withdrawal by the bureau from this function, in favor of private sector initiative.

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The guide service now provided by the bureau grew from a need to co-ordinate the service and monitor the quality of guide services available in the city.

Prior to the bureau assuming a co-ordinative role in 1976, various services were offered by individuals often with little formal training, unknowledgeable of the city's history or attractions and lacking the professional presentation skills required. While the system now operating has greatly improved the guide program, there remains a need for yet more formal training. Concurrently of late, a number of private individuals or corporations claim to be capable of providing these services.

Recognizing this program as a profit center, this year the bureau will continue to provide guide services, upgrading training where required. However, the long term role of the HVCB in this area will be re-assessed and recommendations made.

Goal D. To provide high quality tourism information, consistent with available resources, using appropriate technology, to reach maximum visitors.

The tourism information needs of the Halifax visitors are changing; the bureau must adapt to these changes. The effects of seasonality are declining, and while the bulk of visitors still arrive in the third quarter of the year; Halifax hosts visitors now all through the year. Traditional auto traffic is slowly declining with group travel growing. Are the information needs of the auto traveller, the tour traveller, and the meeting delegate dissimiliar? To what extent is private tourism operations prepared to (or capable of) providing information of acceptable quality? New technological developments provide new means of information. All of these points become considerable in developing the Bureau's information delivery system.

Since 1977, the bureau has operated "satellite" information centers in various shopping centers, and now serve in excess of 100,000 inquires annually. This system, appropriate at the time, was put in place before Check Inns, before Telidon, and has suffered from personnel resource shortage, and lacked the professional standard full time trained staff can provide.

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In association with objective B, these problems will be addressed in 1984, and recommendations made. In the interim, plans include year round operation of the Scotia Square center, with seasonal operations at Historic Properties, Bayers Road, and Maritime Mall.

An intensive training program will be provided to all information staff to equip them as well as possible with the necessary knowledge and professional skills to be a credit to the city and the tourism industry.

Arrangements will be completed with Check Inns, to purchase a CRT terminal to access on a year round basis that service.

Meet and Greet services will be made available to Cruise Ships visiting Halifax.

The telidon initiative of Videotex Atlantic Ltd and other companies offering new and advanced technologies will be monitored by the bureau for their possible inclusion in the overall city tourism information plan.

Goal E. To update service literature components published by the bureau, while providing the tourism industry opportunity to acquaint visitors with their product(s), at minimum net cost to the Bureau.

At the moment the bureau publishes these service literature items:

a. The Halifax Visitor,
b. Halifax Organizers Guide,
c. Halifax Handifacts,
d. Halifax Day trips.

The Halifax Visitor published each summer (2 years ago summer and winter) services as the principal tourism information piece distributed from the bureau. It has attempted to place in one piece most of the information needs of the visitor including a full city map. Advertising revenue from industry minimized bureau investment to $3000. in 1983. Last year, as well, distribution through a large number of industry outlets, in addition to the bureaus was made; 250,000 copies were produced in tabloid format.

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This year the Bureau will produce The Halifax Visitor. The publication will be re-formatted, advertising continued, and 250,000 copies produced.

The Organizers Guide has been dealt with in Goal A above.

The Halifax Handi-facts is produced primarily for motorcoach tour operators as a quick and inexpensive guide to the city. It will be updated and 2500 copies produced.

The Day-Trip brochures were first produced in 1979 in co-operation with the Nova Scotia Department of Tourism, The County of Halifax and the Dartmouth Tourism Commission. As quantities are now almost exhausted, these will be updated where required and reprinted.

Goal F. To provide necessary protocol and related functions for the city as may be required from time to time.

Travel Services will provide expertise in the areas of protocol and event planning as may be necessary for the City of Halifax. 1984 will see major events with the Tall Ships "Parade of Sail" and the visit of His Holiness Pope John Paul II. While little direct cost to the bureau, these activities (and others) do consume considerable staff time.

Program/Activity	Required	Available
a. Administration	$32,500.	$32,500.
b. Information Centers	48,550.	9,400.
c. Convention/meeting/events	8,850.	--
d. Guide program	12,000.	10,000.
e. Service Literature	22,300.	1,320.
	$124,200	53,220.

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Revenue Expectations:

1.	Guide program	$13,500.
2.	Advertising	20,000.
3.	Job Creation Staff (15)	29,250.
4.	Miscellaneous	2,500.
		$64,950.

Action Plan - Planning and Development

The Director responsibilities include overall Bureau control and supervision on a day to day basis. While both the Marketing and Travel Services Sections have managers, Planning and Development does not. Accordingly, a portion of the Director's time is allocated to being the "section head" of the P & D Division.

The following is an action plan to accomplish goals identified in the Planning and Development Section:

Goal A. To aggressively undertake liaison with various government departments, public and private agencies, to ensure the interests of Halifax Tourism are dynamically represented.

Such liaison can be meaningfully broken down into two broad sub-sections: - formal and informal.

The formal section is those organizations in which the Bureau is playing an active role in already, either representing Halifax and the Bureau's interests, or determining "the state of the industry" or both. It is intended, in this context, to continue participation in regular meetings of:

a. Tourism Industry Associatin of Nova Scotia (TIANS)
b. Voluntary Economic Planning (Tourist Sector)
c. Institute of Association Executives (IAE-Halifax-Dartmouth Chapter)
d. Halifax Board of Trade Tourism Committee
e. Canadian Public Relations Society (Nova Scotia Chapter)
f. Tourism Industry Association of Canada (TIAC)
g. Meetings Industry Council of Canada
h. Meetings and Incentive Travel Annual Industry Conference

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Depending on the degree of involvement in any of the above, "committee work" and/or other between meeting activity will occur. Specific timings and locations of these organizations are reflected in the monthly planning calendar.

The informal section of liaison is much less structured. It may vary from semi-regular meetings between the area tourism association directors and Department of Tourism officials, to a luncheon with a member of the legislature where a specific issue may be discussed. Tourism is such a broad based industry that bureau involvement with "public and private" agencies is wide ranging and in many instances opportunity based. It is intended in 1984 to significantly increase activity in these areas as time becomes available from the more efficient structures in the Bureau this year, and gradual re-alignment of responsibilities.

High priority will be the awareness of the bureau (and tourism) amongest elected officials, and direct line government departments (Tourism, Development, Highways, Education, Health, etc.)

Co-ordination will be provided as necessary with the public relations section of marketing, to ensure liaison with other publics is integrated with overall Bureau objectives.

Goal B. To examine tourism secondary research available on the Halifax travel industry; to determine areas of primary research necessary; to continue the present data collection system in place; and to distribute to industry meaningful travel research summaries on a regular basis.

Effective research activity is of upmost importance to the Bureau. Better utilization of existing resources will result both from more effective targeting in Marketing areas, and from understanding changing trends and conditions in the travel industry. Research in this context can vary from compiling and analysing existing data available to conducting specific "surveys" to determine answers to a specific circumstances. Both economic impact research and marketing research are included in this thinking.

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The Bureau is a member of the Travel and Tourism Research Association, and by such membership has access to research materials on a wide variety of subjects. Also data is regularly received from the Nova Scotia Departments of Tourism and Development, Tourism Canada, Statistics Canada, Parks Canada and other sources. It is intended to collate data from these and other applicable sources, to analyse impact on the Halifax area, and to circulate summaries to the industry and other interested parties on at least a quarterly basis.

Attendance at the annual conference of TTRA is planned and if possible attendance at (at least) one meeting of the Canadian chapter. Specifics will be contained in the planning calendar. Because of restraint and other factors, the Bureau has missed the last three of these conferences and our research base has hurt accordingly.

Inference has made over the past months, of a requirement to examine in some detail, through primary research, the impact of cruise ships' activity on the city. Once appropriate determination has been completed, the bureau will be involved in any implementation of such study, should the need be determined. As well, the Bureau has developed with APEC, an effective methodology for an indepth examination of the economic impact of spending from conventions and their delegates in the city.

This year, with the opening of the World Trade and Convention Center, this information becomes even more important. Efforts will be undertaken to enable this important primary research area to be completed in calendar 1985.

Goal C — To maintain the Bureau's function as a resource point for development and growth of festivals and events in Halifax, so that visitors may have increasing opportunity to integrate into and experience the way of life of the community.

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Festivals and other events have long been recognized as intimately valuable to the overall tourism "plant" as well as the experience of the visitor, enabling them the opportunity to mix with our people and to sample our way of life. Immediately one thinks of Halifax Natal Day, The Joseph Howe Festival, and the Chebucto Arm Winter Carnival. However, there are many other activities and events which, in the visitor's mind, fulfill these needs; the various craft markets, the TUNS Arts Festival, various theatre productions etc. This activity is especially important in 1984 with the Tall Ships visit, the visit of His Holiness the Pope, Bluenose days etc. Many if not all turn to the Bureau as a resource base and/or co-ordinating point. It is essential then, that the bureau be as well equipped to handle these demands as possible.

Aside from the time committment necessary in committee work or other liaison (primarily on the part of the director), Bureau activity in Festivals and events consists of two principal areas:

a. Administration for Halifax of the Attractions and Events Incentive grant programs provided by the Nova Scotia Department of Tourism.

b. Participation, as an member, in the International Festivals Association. This provides direct contact with the people and resources of both major and minor civic celebrations and Festivals throughout North America and the World. Specific details, again, are in the planning calendar.

Goal D — To retain necessary elements of tourism planning, so Halifax may have co-ordinated and professional input to planning undertaken by other levels of government and/or industry.

It is essential, given the broad Bureau role of co-ordination of overall tourism activity in the city, that planning expertise and activity remain within the programming. Many examples exist where development here and elsewhere has occurred, where little or no planning was undertaken, or where tourism impacts were not addressed, to the detriment of the tourism industry.

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Over the past several years, the bureau has been able to effectively represent the interest of tourism in a number of ways. Examples include the Halifax input to the Nova Scotia Tourism Master Plan, Study of tourism potentials in the "Watershed" Lands, and the work presently underway at Prince's Lodge. Aside from the time committment of the Director, funding for staff and other resources in this area has come from government grants obtained from time to time.

In 1984, Planning activities include:

a. Consistent monitoring of various issues where activities may benefit from (or demand) tourism planning input on behalf of the city.

b. Participation with the Nova Scotia Department of Tourism, to the degree warranted, in the implementation of Tourism Master Plan, especially insofar as a new DRIE tourism sub-agreement may affect the Halifax Tourism Industry.

c. Assuming the availability of government grant support, continue work underway on the Prince's Lodge project.

Summary of Expenditures:

Program/Activity	Required	Available
a. Travel Industry Liaison	$8,200.	$8,200.
b. Travel Research	49,800.	5,000.
c. Festivals development	2,250.	2,250.
d. Tourism Planning	7,220.	1,500.
	$67,470.	18,950.

Revenue Expectations: It is anticipated that a federal job creation program may be available under Tourism planning ($5,720.), and the major research program outlined can only proceed with significant revenues from both the Federal and Provincial governments ($25,000), and with the Bureau cost amortized over two fiscal periods ($10,000 per year).

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SUMMARY

The bureau is embarking upon an ambitious action plan in 1984. Effective implementation will serve for the city its rightful market share of tourism revenues, a new level of industry co-operation in securing that business, and a new broad understanding of the vital role of the Halifax Visitors and Convention Bureau in the tourism program of the entire city.

Budgeted programs/activities are summarized here:

Program	Required *	Available **
A. Administration	$113,816.	113,816.
B. Marketing	91,200.	72.700.
C. Travel Services	124,200.	53,220.
D. Planning and Development	67,470.	16,950.
Totals	396,686.	256,686.

Revenues - Non City	
A. Administration	20,000
B. Marketing	5,500
C. Travel Services	64,950
D. Planning and Development	30,720
	121,170

Total Revenue Required	396,686.
City Revenues Available	256,686.
Non - City Revenues Projected	121,720.
Total Shortfall	$18,830.

* Program costs required to reach objectives outlined.

** Allocated funds from tentatively secured City Budget. (Staff Recommendation)